

# Leadership Competency Development Guide

## Competency Cluster: Fostering a Team Environment

### Competency: Communication

**Definition:** Ability to listen to others and communicates in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.

**Behavioral Indicators:**

- Gives feedback and is receptive to feedback received
- Knows that listening is essential
- Keeps others informed and ensures that feedback that is received is passed to others appropriately
- Uses a variety of methods to ensure information is conveyed
- Ensures error-free communications
- Expresses clear and concise ideas
- Organizes written ideas
- Uses graphics and other aids to clarify ideas

**Developmental Activities**

**Practicing this Competency**

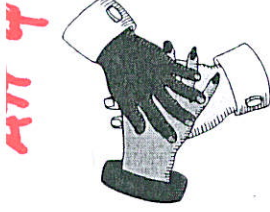
- Review basic principles of listening, giving and receiving feedback
- Practice giving and receiving feedback to staff
- Practice summarizing conversations at meetings
- Brief staff on meetings/conferences you attend
- Outline ideas before writing reports
- Use more graphics to clarify ideas
- Coach others on using graphics
- Ask for challenging assignments that involve oral or written communications
- Read books, watch videos, take classes, watch webinars, or talk to experts on communication. (See below)

**Learning from Others**

- Ask for feedback from your manager/staff/peers on your oral and written skills
- Ask a mentor for feedback on a presentation
- Shadow a skilled communicator for a day
- Find and study examples of well written letters, documents, policies
- Ask others to evaluate your meetings or presentations
- Observe leaders known for their ability to communicate effectively

**Sample Developmental Goals**

- By October, I will give a presentation on Budget Change Proposals, asking Bud Smith to mentor me on development of ideas, graphics, and delivery.
- During the first week of November, I will ask questions rather than always giving information at meetings.
- In December, I will attend a class on Effective Writing Skills.
- I will set aside time each week/month to meet individually with staff to discuss their ideas.
- At the next staff meeting, I will have the team develop ground rules for effective meetings that we will use in all future meetings.



477 7